



New Learning Policy

Dr. Jacques S. Gansler, Under Secretary of Defense (Acquisition and Technology) (USD(A&T)), issued a broad new policy requiring acquisition personnel to participate in continuous learning activities that augment the minimum education, training, and experience standards established for their career fields.

Titled "*Reform Through Learning: USD(A&T) Policy on Continuous Learning for the Defense Acquisition Workforce*," the policy was developed with the help of some 50 DoD components, including the military Services and defense agencies. It is among the most far-reaching and comprehensive framework for employee development and continuing education in the federal sector.

In implementing the Defense Acquisition Workforce Improvement Act (DAWIA), DoD established a "Certification Program," through which acquisition personnel achieve professional status by meeting the standards of education, training, and experience established for career levels I, II, or III in any of the 12 acquisition career fields.

Current training courses are updated on a regular basis, but DoD acquisition policy officials became concerned that the rapid pace of change was outstripping the ability of its employees to stay abreast of acquisition reforms and new business practices. Of particular concern were acquisition specialists who had completed mandatory certification training but had not attended additional training lately.

The comprehensive continuous learning policy is designed to help ac-

quisition personnel stay current and to meet performance expectations in a rapidly evolving work environment.

Although focused primarily on employees who have completed certification requirements for the positions they hold, the policy applies to all members of the acquisition workforce.

All personnel are required to annually assess their needs for training and development, and prepare an Individual Development Plan in consultation with their supervisors. Acquisition personnel who have not yet been certified for the positions they hold are required to focus their development plan on completing the mandatory education and training requirements, and on participation in on-the-job learning activities to practice and broaden their skills.

Acquisition personnel with certification are required to engage in "continuous learning" activities, earning a minimum of 80 points every two years. The policy is designed to respond to the USD(A&T)'s call for "more systems thinkers and good managers." It provides a systematic approach to employee development by augmenting the existing standards for education, training and experience, and adding new dimensions in leadership skills and participation in professional activities.

Employees may earn their 80 points in a variety of formal and informal learning and experiential and professional activities, including:

- Training and conferences that focus on acquisition reform subjects and emerging acquisition policies and practices.
- Cross-training in other acquisition



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specialties or higher levels of certification training in their own career fields to broaden and expand their competencies.

- Training that addresses one or more of the leadership competencies identified in the OPM Leadership Effectiveness Inventory.
- Undergraduate and graduate level courses in the scientific, technical or business disciplines underpinning acquisition fields.
- Experiential learning and rotational and developmental assignments to practice new skills or gain multi-functional experience.
- Professional activities such as teaching, speaking, publishing or pursuing professional certifications or licenses, and maintaining active membership in professional organizations related to acquisition fields.

Finally, policy guidelines for awarding point credits help the employee and supervisor determine the value of activities undertaken and convert disparate crediting schemes into a common point system for crediting employee participation. When they earn a minimum of 80 points, acquisition personnel will receive a Continuous Learning Certification, valid for two years, which is to be renewed on a biannual basis.

—AR—

DoD Has *Conversations With America*

Reinventing government is all well and good, but at some point you have to find out whether it's working. How? One way is to ask the customer.

That's how *Conversations With America* evolved.

Conversations with America is an effort to engage federal workers in two-way conversations with their customers on how to improve customer service – a key component of the Reinvention of Government initiative that President Clinton announced in 1993 and turned over to Vice President Gore.

Deputy Under Secretary of Defense(Acquisition Reform) Stan Soloway and members of his staff have all participated in conversations at various locations across the United States, and in Europe. Under Secretary Gansler has used the internet and a satellite broadcast to converse with America. Several more conversations are scheduled in the next few months.

Since 1993, government agencies have established more than 4,000 customer service standards. When the initiative—now called the National Partnership for Reinventing Government rather than the National Performance Review (but still abbreviated NPR)—turned five years old last March, Gore used the occasion to find out whether those 4,000 standards were being met.

"After five years of making government work better and cost less, I'm convinced that we now need to renew our commitment to giving Americans the quality service that they deserve," he told federal workers, adding that "the initiative's sixth year would focus on customer service."

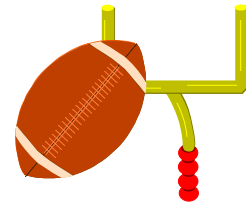
"President Clinton has just signed a directive to all agencies and executive departments, instructing them to conduct *Conversations With America* to improve customer service," Gore said.

The order directs agencies to "put in place a process to address customer complaints" and to provide customers "opportunities for finding solutions to problems, such as 'Problem Solving Days' and other venues." It also instructed them to "track and analyze the data they receive and use it to change processes that do not serve customers well" and to "work quickly and systematically" to resolve any problems that are discovered.

Thanks to the breadth of that order, "conversations" have been taking place in many formats, locations and even languages. Dozens of federal agencies are partnering with NPR in this effort. For details, visit the NPR web site <http://www.npr.gov> and click on *Conversations With America*. (See related item, page 8).

—AR—

DoD High Impact Agency Goals



Goals, goals, goals. As President Reagan might have put it, sometimes it seems as if we're up to our keisters in goals.

When the National Performance Review opened up shop in 1993, it established this goal: to restore trust in America's government by providing:

- Best value for each taxpayer dollar
- Best service for each customer and regulated business
- Best workplace for its employees
- Best legacy for our future.

NPR's goals became increasingly specific over the years. By the time it drew up Year 2000 goals, this is what it was focusing on:

- Put customers first
- Cut red tape
- Empower employees
- Get back to basics.

DoD designated a High Impact Agency (HIA), which can be viewed at <http://www.acq.osd.mil/nprhia>, to meet NPR's focus. That and a few more years of experience of its own was the basis for DoD's Year 2000 acquisition goals:

- Deliver great service
- Foster partnership and community solutions
- Reinvent to get the job done.

In short, the goals of defense acquisition reform and all other initiatives that have evolved from the reinvention of government are refinements and modifications of the underlying goals.

Each of DoD's initiatives (benchmarking, performance-based contracting, etc.) has its own goals so it can focus its work.

—AR—

How to Reach AR Today

Do you have an Acquisition Reform success story? Please send comments, letters, articles, ideas for articles, photos, and notices of upcoming events to:

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912 Studies: New Workforce Vision!

Just to prove how simple things can be, the 912 studies take their name from Section 912 of the National Defense Authorization Act for Fiscal Year 1998.

That's the law that directed the Secretary of Defense to submit to Congress an implementation plan to streamline acquisition organizations, workforce and infrastructure. To accomplish this, Under Secretary Gansler established an in-house working group of acquisition professionals and senior military and civilian leaders. A separate panel of the Defense Science Board conducted an independent look at the issues. Based on the information developed by these groups, Secretary of Defense William S. Cohen recently reported to Congress on his own vision for the workforce and actions needed to reach that vision.

First he appraised the situation:

- The workforce continues to labor under a "Cold War" organization that impedes fast response.
- DoD spends too much on infrastructure at the expense of equipping the forces.
- Development, production, and support cycles cannot keep pace with

technological change or provide timely responses.

- Unreliable, aging equipment causes DoD to invest in large inventories of spare parts.
- DoD still has much to learn from the dynamic changes in business practices and support systems that characterize the best of American business.

Then the Secretary predicted what the acquisition workforce will look like in 10 years: It will be smaller; focused on managing suppliers rather than supplies, and on the total cost of ownership. It will work to determine affordability of requirements, establish and execute budgets, reduce cycle times, and establish contractual vehicles that are easily accessed by customers within DoD. It will oversee contracts to make sure the work gets done on time, within tough performance parameters and within budget. The Department will accomplish all this while ensuring the public's trust and confidence.

That's a tall order. Fortunately, the report also identified five new initiatives "that will accelerate the attainment of my vision." A summary of the initiatives follows. The full 912 (c) report may be read on the Acquisition Reform web site at <http://www.acq.osd.mil/ar/912cprt.htm>.

The details include:

1. Restructure R&D and testing procedures through enhanced relationships with industry, the establishment of a Joint Command, Control, and Communication (C3) Integrated System Development Process, and a reengineering of the product support process to use best commercial practices. A reengineered process "would eliminate large-scale duplication with industry in product support" and "would also allow DoD to take advantage of the dramatic improvements in the last decade or so in harnessing information technology to improve responsiveness, reduce inventories, and make technical assistance quickly and easily available," the report said.

2. Restructure sustainment along the lines used by Boeing and Caterpillar, to

reduce the time needed to provide repair parts while controlling cost. "The maintenance of inventories will undergo a dramatic change under this proposal, as contractors will retain most inventories except for those in the hands of operational forces," the report said. "Expanded reliance on competitive sourcing for product support will require the establishment and maintenance of long-term relationships with organizations (public and private) that are properly incentivized to provide dependable delivery at affordable prices and with increasingly reliable equipment."

3. Increase the total acquisition workforce education, and training to develop "more managers and leaders, and less hands-on doers," to become "more focused on systems engineering, and less focused on 'black box' component design" and to ensure that acquisition professionals are "more capable of making 'business' judgments based on insightful understanding of industry operations and technological change, and less... guided by rule-based thinking." The report also said that training in commercial business practices and contracting would be expanded.

4. Develop integrated, paperless operations. "The Department must take the next step forward to a fully digital environment in all acquisition program and support offices," the report said. "Program managers will be responsible for establishing a data management system and appropriate digital environment that allows every activity involved with the program throughout its total life-cycle to exchange data digitally."

5. Identify future focus areas. The Secretary singled out two: developing a price-based (as opposed to cost-based) approach to acquisition, which would focus on getting value for the money; and more fully integrating test and evaluation activities into the acquisition process. He pinpointed five ways "to reform and improve the test and evaluation process." They are: early tester involvement, combining development

Call For Papers

Papers are due by February 26, 1999 for the FY99 AR Symposium, scheduled for June 21-23 at the Doubletree in Rockville, MD. The theme is "Acquisition Reform - A Revolution in Business Affairs."

The area of special focus is Civil/Military Integration (CMI). CMI will further advance the change in the way DoD acquires goods and services.

Topics should focus on CMI or one of twelve topic areas listed on the DSMC web site. Approximately 32-36 papers will be presented during 8 breakout sessions.

Visit the DSMC web site at <http://www.dsmc.dsm.mil/events/arsgen.htm> to learn more about the event including paper guidelines, evaluation methods and symposium schedule.

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The Revolution in Business Affairs

The Eighth PEO/SYSCOM Conference opened on October 19th with excitement and a desire by the program executive officers (PEOs), system commanders (SYSCOMs), program managers and logisticians to trade ideas with Department of Defense leaders and acquisition experts.

The two-day conference focused on acquainting the program managers with new ways of reducing Total Ownership Cost (TOC) and Cycle Time.

The speakers, USD (A&T) leadership and subject matter experts, encouraged and supported managers. Some of the tools discussed at the Conference, such as implementation of a price-based acquisition system and Simulation Based Acquisition, will assist the DoD acquisition and life cycle managers in acquiring the best systems, in the shortest cycle times, and at the lowest total ownership costs.

Under Secretary Gansler said in his welcome letter, "Input from practitioners in the acquisition and logistics community was the basis for building this event from its inception to execution."

The agenda, speakers, and focus of the conference resulted from a survey sent to the PEO and SYSCOM Commanders.

Dr. Gansler focused on the conference theme, "For Defense: The Revolution in Business Affairs," in his keynote address. This revolution, currently underway within the DoD, promotes a "Revolution in Military Affairs" that changes the way DoD manages resources.

Dr. Gansler spoke about these revolutions, how they affect the department, and what benefits they produce for DoD.

The revolution in business affairs adapts the best practices of industry to the uses of the Department. Dr. Gansler wants to implement these best practices with the goal of reducing costs and changing the old and outdated business processes.

He said the Acquisition community now faces the challenge: "how do we get the right weapon, then how do we pay for it under shrinking budgets?" USD (A&T) developed a multi-pronged



Dr. Jacques Gansler, Under Secretary of Defense (Acquisition and Technology), welcomes participants in his keynote address.

strategy with the following points to reach that objective:

- Continue to expand and fully implement acquisition reform.
- Convince companies that refuse to work with DoD because of regulations to do business with the Department.
- Reduce Total Ownership Cost by 20 percent from the 1997 baseline.
- Reduce cycle time of programs begun after 1999 by 50 percent over historic averages.
- Gain access to the global marketplace of companies.
- Expand the Single Process Initiative.
- Increase the use of price-based acquisition.

Joseph Eash, Deputy Under Secretary of Defense for Advanced Technology, spoke about the revolution in business affairs.

"What works in business," he says, "has potential impact for DoD." Eash suggests asking industry what works for it. For example, in the commercial world firm requirements are not given up-front. He sees reducing program cycle-times as vital to future operations. Eash believes cycle-time decreases when threatened from competition. Cycle-Time reduction was the subject of an afternoon breakout session on the

first day of the conference.

Dr. Spiros Pallas discussed the status of the Reduction in TOC (R-TOC) working group that has been meeting since August. They developed five high priority payoff areas that were the subjects of afternoon breakout sessions on the first day. These sessions were: 1) Logistics Cycle Time Reduction, 2) Funding Stability for R-TOC Programs, 3) R-TOC Cost Drivers, 4) Life Cycle Costs in Key Performance Parameters and Analyses of Alternatives, and 5) Up-front R-TOC Investments.

Louis Kratz, Director of Logistics Reinvention, spoke on "Reinventing Logistics for the 21st Century."

Logistics currently consumes one third of the total DoD budget and 50% of DoD personnel. DoD spends billions of dollars on simply maintaining current equipment (O&S costs). This affects current readiness as the Joint Chiefs recently testified to on Capitol Hill. Besides the threat of spending too much on older systems which precludes spending that money on new systems, an increased military threat and an internal budgetary threat also siphons off money.

Mr. Kratz explained the "death spiral," an advancing cycle of deferred modernization and increased maintenance.

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Revolution

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nance. "The way to get out of the death spiral is to transform logistics the way acquisition has been transformed."

The objectives of logistics reinvention are:

- Improve service to warfighters in terms of time, accuracy and reliability.
- Optimize the logistics footprint.
- Develop an asset-based infrastructure.
- Reduce logistics costs to enable modernization.

The second-day roundtable discussion "Focus on AR: Civil Military Integration and Getting to a Price-Based Environment," emphasized the need to implement a price-based acquisition system, how that would produce a Civil/Military business base for the DoD and how to make it happen.

Dr. Robert Hermann, Chair of the Defense Science Board on Acquisition Reform Phase IV; William Stussie, DASN (Air Programs); Maj Gen. Timothy Malishenko, Commander, DCMC;

and Mr. Vincent Sullivan, IBM, made up the panel with DUSD(AR) Stan Soloway as the moderator.

The goals of a price-based environment are:

- Access an integrated industrial base.
- Access the best technology and products.
- Reduce the TOC for DoD systems.
- Protect the public interest.

Stussie noted that "successful PMs say that their relationship with the contractor is the first determinant of success."

Hermann believes that DoD must reduce the differences in the terms and conditions the Department uses from those used by commercial buyers to obtain goods and services from the national industrial base. He also noted that price-based acquisition is not a return to the fixed-price development contract used in the 1980's. Price-based acquisition depends on the principles of flexible requirements, spiral development, understanding and managing risk in development.

The panel took frank questions from the audience, as did all the other panels and speakers.

Dr. Patricia Sanders discussed the need for Simulation Based Acquisition (SBA) in the context of the problems facing defense systems acquisition and the advances in information technology and modeling and simulation capabilities. Modeling and simulation has demonstrated its value in acquisition. The DoD-Industry agreed vision for SBA is to have an acquisition process enabled by robust, collaborative use of simulation technology that is integrated across acquisition phases and programs. Ms. Linda Poole, Program Manager for the Virtual Product Development Initiative, Lockheed-Martin, and Colonel Philip Faye (USAF), Director of Requirements for the Joint Strike Fighter Program, briefed the audience on the uses and successes of SBA in their respective programs.

In closing, Dr. Gansler said that he believes "success stories are the best way to spread the message." He encouraged everyone to spread the word about successful programs. —AR—

Cost Accounting Standards Under Review

The Department of Defense is pushing hard to revise the government's Cost Accounting Standards (CAS), and for an excellent reason: Much of industry won't do business with the government under the current standards. It's just too much trouble.

The Cost Accounting Standards Board (CASB) exists within the Office of Management and Budget's Office of Federal Procurement Policy to set criteria for government contractors to account for the cost of material, pensions, deferred compensation, etc. Deidre A. Lee, Administrator for Federal Procurement Policy in the Office of Management and Budget is hosting public hearings to aggressively review the future of Cost Accounting Standards.

A major problem, as Eleanor R. Spector, Director of Defense Procurement, told the CASB during a public hearing in early December, is that the standards hinder DoD's effort to integrate the commercial and military industrial bases.

"The Department's goals are to convince world-class companies that will not do business with us today to change their minds, and to facilitate the integration of commercial and military operations at the factory floor level within our traditional defense supplier base," Spector said. "In order to achieve these goals, it is critical that we re-examine our cur-

rent methods of doing business and focus particular attention on government-unique requirements that are imposed on the companies with which we do business."

"These government-unique requirements discourage purely commercial companies from doing business with us, and discourage traditional defense suppliers from integrating their commercial and military operations," she continued. "Cost Accounting Standards requirements are cited frequently as a significant barrier to commercial-military integration."

In his own testimony before the board, Stan Z. Soloway, Deputy Under Secretary of Defense for Acquisition Reform, noted that industry, rather than government, now does most of the vital technology R&D.

"Our challenge.... is to ensure that we have access to and engagement in as much of this critical technological development as possible," Soloway said. "And today, much of it remains beyond our reach. Many top commercial firms will simply not do business with the government in the research and development arena. They will, in most but not all cases, sell us mature, off-the-shelf technologies; but they simply will

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Cost Accounting Standards Under Review

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not engage with us prior to that point in product development.”

“The reasons for this dynamic are many and certainly not limited to cost accounting standards. But.... every analysis I have seen.... has identified cost accounting standards as a critical element in the decision on the parts of these companies to not engage with us.”

Soloway defended this attitude as “a good business decision” because CAS usually requires a company to set up a separate accounting system. He agreed with Spector that CAS “impacts our ability to enable and encourage our existing supplier base to integrate its government and commercial operations.”

Both Spector and Soloway suggested specific revisions.

Spector recommended that the CAS Board:

- Revise the current CAS applicability thresholds. “In particular,” she said, “the \$500,000 per contract threshold and the \$25 million threshold for full CAS coverage and disclosure statement submission should be reviewed.”
- Expand the exemption for firm-fixed-price contracts.
- Provide waiver authority to federal agencies, because “CAS rules cannot anticipate every situation where CAS should and should not be applied.”

She also recommended that the board:

- Undertake a cost/benefit analysis of existing standards to determine whether and how they can be streamlined or eliminated.
- Establish a government-industry team to examine changes in cost accounting practice.
- Try to develop a consistent government-wide approach to accounting and policy issues affecting employee stock ownership plans.

In his recommendations, Soloway said CAS should be linked to the Truth in Negotiation Act (TINA). “Today, the law clearly allows us to *not* collect certified cost and pricing data whenever we have adequate price competition,” he said. “Yet if we do seek any price or cost information, that information must be CAS compliant. This is something that can and should be changed.”

He said the CAS threshold must be raised: “I would suggest a threshold of at least \$25 million, so that those cases in which CAS is applied are the high dollar cases.... rather than smaller procurements.”

Soloway said all commercial companies and commercial divisions of companies that currently have CAS-covered systems in their government divisions should be exempt from CAS. “This waiver authority should provide fairly

wide latitude to enable us to make the kind of reasoned business decisions that acquisition reform seeks to make the rule rather than the exception,” he said.

Finally, Soloway stated, “The CASB should oversee a comprehensive review of all cost accounting standards and overlay them against generally accepted cost accounting principles.”

Information on the CASB resides at <http://www.gao.gov/uscode.htm>.

Summarizing her views, Spector urged the CASB to focus on “the risks and rewards of CAS in the current acquisition environment and implement changes that strike a balance between the two.”

Soloway noted that “since the dawn of commerce, the commercial world has had means.... of ensuring that their agreements involved fair and reasonable prices. And they have done it without government defined cost accounting standards.”

“Neither CAS nor commercial accounting practices offer us an ironclad protection against those who seek to cheat and steal,” he said. “In my view, the time has come for us to adopt and adapt to those commercial standards so that we can access the full range of technologies and products necessary to meet our mission, and ... we can advance our efforts to reduce our costs by integrating our defense and commercial industrial bases.”

—AR—

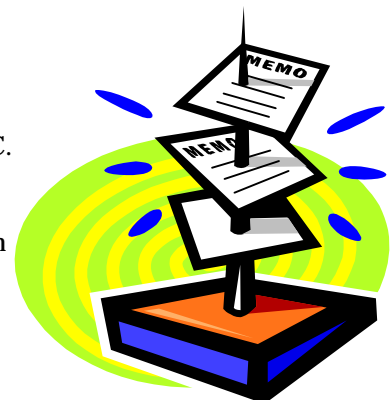
UPCOMING EVENTS

AFCEA's Virtual Government '99 — IT Solutions For the New Millennium, is scheduled for **23-25 February 1999** in Washington, DC. Visit <http://www.afcea.org/vg/vg/htm> for more information.

FOSE's FEDImaging Conference & Expo '99 — Document Management for Government Professionals, is scheduled for **16-18 March 1999** in Washington DC. Visit <http://www.fedimaging.com> for more information.

DISA's Electronic Commerce Conference '99 is scheduled for **12-14 April 1999** in Las Vegas, NV. Visit <http://www.disa.org/conference/ecedi99/contents.html> for more information.

PMA 15th Annual International Conference is scheduled for **3-5 May 1999** in St. Paul, MN. The theme is “Performance Management for World Class Businesses.” E-mail Eleanor Haupt at haupt@yt.wpafb.af.mil or visit <http://www.erols.com/pmafirst/#events> for more information.



ASSIST-ance for Acquisition Professionals

As part of the Government's transition to a paperless acquisition environment, the Defense Logistics Agency (DLA) has created the Acquisition Streamlining and Standardization Information SysTem (ASSIST). ASSIST is an on-line database that searches for military and federal specifications and standards, commercial item descriptions, qualified manufacturers lists, and qualified products lists.

ASSIST allows users to view and download PDF versions of those documents from the DoD index of Specifications and Standards.

Greg Saunders, Director of the Defense Standards Program Office, says the ASSIST system can be used by a wide variety of groups. "The acquisition community—the buyers—can gain access to MILSPECS, the Quality Assurance community can evaluate products to see if they meet the required specifications, and contractors can use the site to make sure their product conforms to military standards."

Before the ASSIST web site was operational, users had to wait a couple of days to get specifications from DLA.

Asked about the progress away from using unique standards, Saunders said, "even with a move away from MILSPECS there is going to be a lot [of military unique items] around for a long time. We are working hard to continue to reduce that number as quickly as we can." Currently there are 30,000 specifications and standards documents on the web site, but that number is being reduced due to ongoing reform efforts, including moving away from MILSPECCS for reprocurments.

Users must register for ASSIST, but there is no charge to register or to download documents. ASSIST is on the Defense Automated Printing Service web site at <http://assist.daps.mil> —AR—

912 Studies

(Continued from page 3)

test and operational test activities, combining testing with training or field operations, the use of modeling and simulation, and greater participation in the Advanced Concept Technology Demonstration (ACTD) process by test personnel and organizations.

These five points will hopefully encourage the workforce to attain the vision of the Secretary. That vision is a Department that is simply just as good at acquisition as the largest and best of America's corporations.

The teams designated to work on these initiatives are as follows:

- Requirements /Acquisition; team leaders are Dr. Spiros Pallas (A&T), and Mr. Mike Payson, (JS).
- C3 Integration/Acquisition, led by Mr. John Buchheister (3I).
- Technical Workforce Recruitment &

Retention, headed by Dr. Lance Davis (A&T), and Dr. Diane Disney (P&R).

- RDT&E Infrastructure is led by Dr. Lance Davis (A&T), and Dr. Pat Sanders (A&T).
- Product Support Reengineering, headed by Mr. Louis Kratz (A&T).
- PM Life-Cycle Management led by Mr. Bob Leach (A&T).
- Price-Based Acquisition, headed by Mr. Bill Stussie, (DASN(AIR)).
- Training for Service Contracting is led by BGen Anderson (SAF/AQC).
- Training for Commercial Business Environment, headed by Mr. Bill Mounts (A&T).
- Continuous Learning led by Ms. Jeanne Carney (A&T).
- Future Workforce and Integrated Test and Evaluation are two additional teams expected to start in March.

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AR ON-LINE

See how the other federal agencies are practicing AR!

The **Department of Commerce Acquisition Community** web site at <http://www.doc.gov/oam> provides successful practices, news, career management, and more. Be sure to look at Robert Welch's insight into "The Procurement Manager of the Future."

The **Department of Energy's Office of Procurement & Assistance Management** web site at <http://www.pr.doe.gov> has the new Government purchase card manual and a Business Communications Center for those doing business with DOE. Use the Balanced Scorecard to measure your organization's progress toward achieving its vision.

The **Small Business Administration's** web site at <http://www.SBAonline.SBA.gov> shares information on how to start, finance and expand your small business—plus discusses the latest legislative issues and outreach initiatives.

Other AR sites

These and all web sites spotlighted in this column can be directly linked from our "Other Sites" page on the DUSD(AR) web site (<http://www.acq.osd.mil/ar/ar.htm>). It's the most comprehensive listing of AR-related sites anywhere on the web...

Bookmark it!

Soloway Town Meetings Continue!

1998 — 1999 Town Meeting Schedule

9 June 1998	Los Angeles Air Force Base, CA
10, 12, 13 Aug. 1998	NAS Whidbey Island, Bremerton, Seattle
8,9 Sept. 1998	Wright-Patterson Air Force Base, OH
9 Oct. 1998	Defense Supply Center, Richmond, VA
28, 29 Oct. 1998	Fort Monmouth, NJ
13 Nov. 1998	Weisbaden, Germany
10 Feb. 1999	Eglin Air Force Base, FL
11 Feb. 1999	NCMA - Gulf Coast, Tampa, FL
12 Feb. 1999	Patrick Air Force Base, FL
13 Feb. 1999	NCMA - Cocoa Beach, FL
16 April 1999	San Diego, CA



Stan Soloway having a lunchtime conversation about Acquisition Reform with National Contract Management Association (NCMA) Europe Hosts, and Capt. Mike Darby, Commander, Naval Forces-Europe, Contracting.



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